



Recruitment Pack for the Post of Head of Performance & Quality
Badger 2023

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Welcome Letter

Dear Applicant,

Thank you for your interest in the position of Head of Performance and Quality at Badger.

For over 26 years we have been the leading provider of NHS GP out of hours and urgent care in Birmingham and Solihull. We provide excellent NHS services for a population of over 1.6 million, delivered by our dedicated workforce of clinicians and support staff and with the support of a motivated head office team. Badger is a not-for-profit social enterprise that is value-driven and innovative.

This is an exciting and rewarding role with the opportunity to make a real difference in improving the health and wellbeing of our communities.

Rated as 'Good' by the Care Quality Commission (CQC) we have built up a respected reputation throughout Birmingham and the surrounding areas and have a national profile in the sector for being an exceptional organisation where quality service and quality improvement are at the heart of what we do.

We know that the future will be different with continued pressures on health sector services and an increased focus on improving value. However, against this shifting delivery context, one thing remains a constant - our passion to provide care that people can trust.

We are proud that our organisation is one of the most diverse in Birmingham and understand the benefits this brings to the quality of services. We warmly welcome applications from all irrespective of age, disability, gender reassignment, marriage or civil partnership, pregnancy and maternity, race, religion or belief, sex or sexual orientation.

We have a strong and committed Board and a leadership team who ensure the organisation holds true to its values and delivers quality services that meet the needs of patients and commissioners. You will be part of our leadership team.

This senior and prestigious position will demand a high level of commitment, skill, and independence of mind. We believe the position will offer the successful applicant the opportunity to bring their own personality and skills to our caring, growing, and forward-thinking organisation.

I encourage you to apply and very much look forward to receiving your application.

Dr Fay Wilson
Executive Chair – Badger Group

About Badger Group

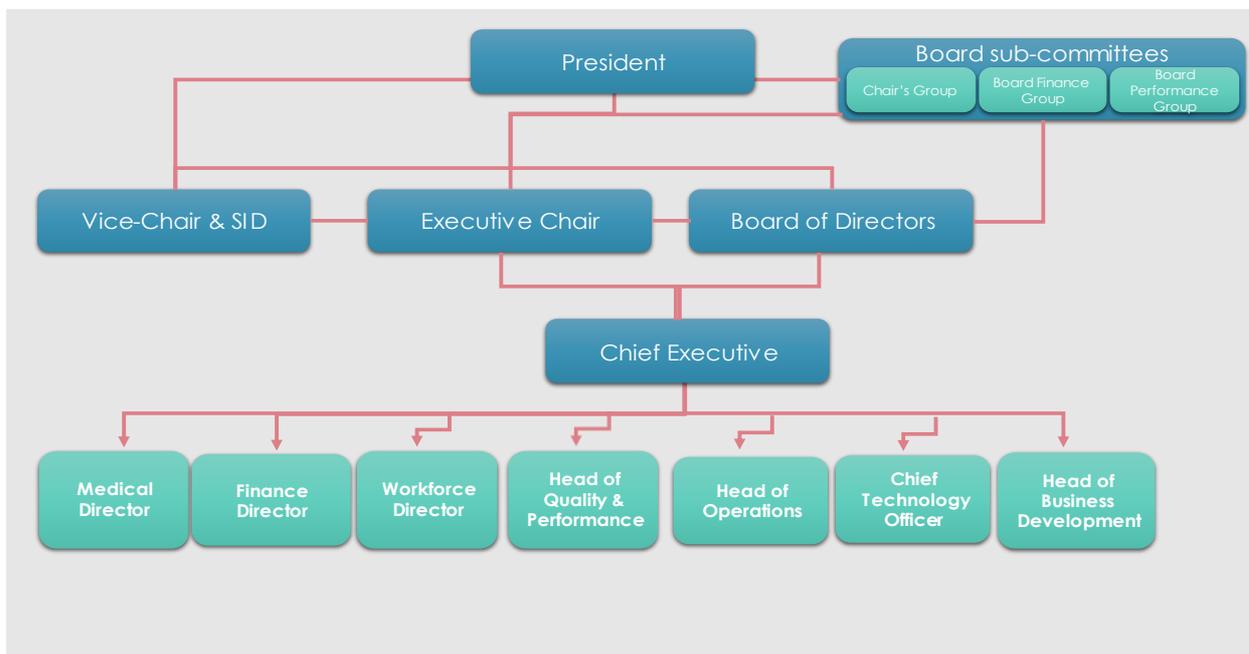
The Birmingham and District GP Emergency Room (Badger) Ltd is a not-for-profit social enterprise healthcare co-operative which includes, as part of its group of companies, Badger Medical Ltd, Badger Healthcare Ltd and Sett Support Partnership Plc. It has an annual turnover of £13 million and currently has a staff population of 422 people. 246 are non-clinical staff members and 176 are self-employed clinicians, the former currently spread across the following departments: Board Leadership; Medical Directorate; Finance; Workforce & HR; Quality & Performance; Operations; IT and Business Development.

Badger was established in 1996 by local doctors who joined together to initially provide an improved out-of-hours service for their patients. Today Badger has over 230 opted-in GP members in 60+ practices and provides 24/7 message handling, urgent primary care and GP out of hours service to a patient base of 1.6 million. It operates out of four sites in Birmingham located at Bourne Road in Aston, Glover Street, Stockland Green and Hurst Lane. It has received 'Good' rating by the Care Quality Commission (CQC) inspection in all five areas: safe, effective, caring, responsive and well-led.

Renowned for its extensive experience and focus on quality, Badger has built up a respected reputation throughout Birmingham and the surrounding areas and has a national profile in the sector.

Organisational Structure and Governance

At Badger, our Executive Chair, Dr Fay Wilson is the Chair of the Board of Directors and the overall leader of Badger. The Chief Executive manages the top management team and you will be part of that team:



Badger's Vision, Values & Objectives

Vision

Our vision is:

'Working in partnership to deliver care you can trust'

Values

Our 'SERQ' values are the engine of excellence – helping all our staff to be effective, efficient and contribute to providing quality service:

Safety: We believe in safety for all.

Efficiency: We eliminate waste and delay for the benefit of our patients.

Respect: We respect diversity in all its forms & treat everyone fairly.

Quality: We deliver high quality services, where everyone is a quality controller.

Objectives

Our objectives have been synthesised into six areas for action for the next five years. To aid recall and embed these in our organisation, these are based on 'BADGER' as an acronym. These are:

Build on what we do best

Achieve sustainability & growth

Develop new ways of working

Get our governance in gear

Excel as an employer

Resolve our risks

Job Description – Head of Performance & Quality

Key Accountabilities

Strategic Development

- Responsible for the development and implementation of the organisation's Quality and Performance Strategy and support the delivery of a rolling programme of quality and quality improvement initiatives to ensure positive patient experiences, achievement of quality and performance standards.
- Responsible for development and oversight of the risk reporting framework and clinical incident reporting.
- Responsible for development & oversight of health & safety framework and strategy in accordance with required standards.
- Oversee and contribute to the development and execution of programmes for clinical governance, clinical audit and any other quality programmes required.

Performance

- Develop performance KPIs to monitor quality and performance against best practice benchmarks.
- Monitor and report performance and quality standards to the relevant Boards and Executive meetings.
- Responsible for agreeing and co-ordinating service level performance improvement actions and providing capacity support to services where needed.
- Strategic responsibility for service and policy development, particularly relating to national or regional initiatives.

Management

- Responsible for the management of a team which includes clinicians, self-employed contractors and individuals who carry out duties for other departments.
- Oversee and manage the process for investigating and reporting on concerns complaints and incidents.
- Responsible for the provision of project management capacity within the organisation.
- Work collaboratively with service managers in the initiation of service improvement initiatives and the key project deliverables.

- Responsible for the provision of overall quality assurance and validation of performance data.

Quality

- Develop a quality strategy that ensures that continuous improvement and adherence to national standards set by quality regulators, such as the CQC.
- Develop the risk reporting framework, report key strategic and operational risks to the Board.
- Oversee and contribute to the production of regular and ad-hoc reports including:
 - NQR and KPI
 - Patient experience including concerns
 - Executive and Board reports on Performance and Quality
 - Quarterly and ad-hoc clinical and performance reports
 - Reports required by other departments
- Collate and analyse data (complaints, friends and family etc) both quantitative and qualitative, identifying emerging themes and trends. Responsible for the interpretation of performance and quality data and presenting briefings and updates to the Executive and Board.
- Responsible for translating performance monitoring data into improvement reports and action plans.
- Responsible for external audit and reports including:
 - CQC
 - UHUK Audit Southwest
 - Commissioners
- Responsible for engaging with front-line service staff to ensure they can identify and gather soft intelligence around the performance of services rather than just relying on structure performance indicators.
- Support management teams in having sufficient capacity and capability to ensure that performance is successfully delivered.
- Develop a range of alternative communication media to ensure managers and stakeholders are effectively informed of the local performance issues.

Additional responsibilities

- You will act with integrity at all times, ensuring motivations are trustworthy and that you respond with respect and act constructively towards others.
- You will build teams based on the values of respect, integrity, openness and the sharing of values, skills and knowledge that underpin Badger.

- You will lead by example, applying lateral and creative thinking to situations and encouraging others to seek solutions and improvements.
- To provide accurate, timely and comprehensive information and data for the purposes of monitoring and other review processes.
- To participate in the organisational senior management on-call system.
- To maintain a good working knowledge of current legislation, policies, practices and developments appropriate to the sector.
- To develop and maintain good working relations with all internal and external stakeholders and to attend, participate and influence meetings/events as required.
- To act as an ambassador and promote the good reputation of Badger.
- To carry out any other duties when senior managers need extra support.
- To comply with all organisational policies and procedures, in particular, those concerning Financial Probity, Health and Safety, Risk Management, Safeguarding and Equality and Diversity.

Relationship to Other Roles

The Head of Performance and Quality will report to the Chief Executive but work with other members of the Senior Leadership Team.

Equality and Dignity

The post holder will be expected to adhere strictly to the principles of fairness and equality in carrying out the role. At all times the post holder will be required to show respect for and maintain the dignity of patients, the public and work colleagues. Badger will not tolerate any form of bullying or harassment, violence or aggression against its employees.

Confidentiality

Your attention is drawn to the confidential nature of the information collected. The unauthorised use or disclosure of patient information or any other personal information, staff code of conduct and/or Data Protection Act 1998 is a disciplinary offence and could result in prosecution or action for civil damages under the Data Protection Act 1998.

Criminal Records Bureau

This appointment will be subject to a criminal record check from the Criminal Records Bureau at Enhanced level.

The duties and responsibilities outlined in this job description are neither definitive nor restrictive and may change in detail from time-to-time to meet the changing needs of the operation.

Person Specification – Head of Performance & Quality

Criteria	Essential	Desirable
Education/Qualification	Holds appropriate degree level qualification or appropriate comparable experience	Project Management qualification
Skills/Abilities	<p>Ability to manage a diverse team</p> <p>Strong analytical and data interpretation skills</p> <p>Proven ability to deliver complex presentations at all levels to include clinicians, managers and external bodies</p> <p>Ability to prepare Board level reports</p> <p>Ability to create effective project teams</p> <p>Ability to use IT software to manipulate, analyse and present meaningful data</p> <p>Ability to work and build effective relationships with senior managers and external bodies</p> <p>Ability to influence and persuade decision makers</p> <p>High level of organisation skills</p> <p>Effective time management and prioritisation of workload</p> <p>Ability to work through ambiguity</p> <p>Able to express oneself with clarity both verbally and in writing</p> <p>Strong facilitation skills</p> <p>Ability to think strategically, review, evaluate and develop programmes (clinical and quality)</p>	
Relevant experience	<p>Proven delivery of projects successfully within time and budget</p> <p>Effective Performance Management and performance reporting</p>	

	<p>Development of performance and quality frameworks and reporting thereof Risk management and reporting</p> <p>Project Management to include process-mapping and leading service improvements/ development</p> <p>Proven ability of effectively managing complaints and incidents</p>	
Knowledge	<p>Sound understanding of how management systems can improve performance</p> <p>Sound understanding importance of and effective use of Quality Management Systems</p>	
Personal Qualities	<p>High level of attention to detail; Self-motivated; Confident and innovative; Discreet and Honest, and Reliable.</p> <p>Commitment to equality & diversity and values of Badger Group</p> <p>Commitment to work openly with others Willingness to learn and share knowledge</p>	
Other requirements	<p>Required to travel across Badger locations and external meetings</p> <p>Flexible in attendance of meeting out of normal office hours</p>	

TERMS AND CONDITIONS:

Salary: £55 – 60k per annum (negotiable)

Hours: Full time

Contract: 3 years (with possibility of extension depending on performance)

NHS Pension Scheme

Location: Birmingham (in person)

Notice period: 3 months

HOW TO APPLY:

- A CV including details of positions held (and dates), senior experience and key achievements.
- A supporting statement explaining your motivation in applying for this position at **Badger** also addressing how you meet the requirements of the person specification - maximum of three sides of A4.
- Full contact details (name, job title, organisation, address, phone and email) for two referees (including your current employer if applicable). We will not take up references without your prior agreement.

RECRUITMENT TIMETABLE:

Recruitment Stage	Date
Closing date	12pm Monday 13 th February 2023
Panel interview w/c	28th February, 1st & 2nd March 2023 (in person) at Badger House, Glover Street, Birmingham, B9 4EY

Appendix One Recruitment Advertisement

Head of Performance & Quality

Location: Birmingham

Hours: Full time

Salary: £55 – 60k (negotiable) plus NHS pension

Badger is a key part of the NHS in Birmingham and Solihull and is the area's largest and most innovative provider of NHS GP out of hours and Urgent Primary Care. The last two years revolutionised the way we work and we're seeking a special person to be our Head of Performance & Quality to lead us into the new healthcare environment.

This exciting opportunity is based in our head office in the new Eastside development area. We operate from four sites in Birmingham and Solihull including our permanent drive-through care facility. You may be an up-and-coming Head of Performance & Quality seeking a challenge or an experienced person wanting something different to rejuvenate your career.

The Head of Performance & Quality will understand the NHS, relish the pressures facing urgent care services and be passionate about business development to deliver health care in an innovative way.

We seek an exceptional leader who is bold, authentic, resilient, honest, hardworking and emotionally intelligent.

For an information and application pack please email recruitment@badger.nhs.uk

Closing Date: Completed applications to recruitment@badger.nhs.uk
by **12pm Monday 13th February 2023**

Panel Interview: **28th February, 1st and 2nd March 2023 (in person) at Badger House, Glover Street, Birmingham, B9 4EY**